



CULTIVATING LEADERSHIP THROUGH CONTINUOUS IMPROVEMENT AND INFLUENCE

Access Services Conference
November 17, 2016



Context

- 2012 organizational redesign changed our leadership roles
- 2012-2014 feedback indicated a need for some depth in our leadership



External Options

- ALA identifies 22 leadership training programs nationwide
- (9) states have leadership development programs – intended for residents of that state
- National programs are intended for those already serving in leadership roles or for high-level senior leaders (aka Harvard Institute, etc.)



Internal (UND) options:

- The University of Notre Dame offers several learning series, all geared toward those already serving in leadership roles:

- ND Leads

- Leading with Impact

- Frontline Supervision

- In 2014 there was nothing on the horizon for developing leaders

The logo features a thick red circle with a horizontal blue bar across its center. The words "MIND THE GAP" are written in white, bold, sans-serif capital letters on the blue bar.

MIND THE GAP



HESBURGH LIBRARIES LEADERSHIP DEVELOPMENT PROGRAM

Creation and Implementation 2014-2015

Roles and Competencies

Leadership

People Leadership
Change Enabler
Organizational Influence
Global Perspective

Mission Sensitive
Decisiveness
Emotional Intelligence
Visionary

Management and Team Leaders

Engaging Others
Coaching
Team Building
Process Management

Communications
Process Improvement
Change Champion
Negotiating Differences


Supervisors and Individual Contributors

Interpersonal Interactions
Communicating with Clarity
Operational Know-how
Organizational Time and Tasks
Developing Others

Performance Management
Change Management
Managing Conflict
Fostering Teamwork

Creating the Program Components

- Checking in with our HR's Learning and Development office for suggested consultants or speakers
- Review of training and development speakers collected from conferences and other networking opportunities
- Took some chances – most worked
- University has an Office of Continuous Improvement teaching the DMAIC method of process analysis
- Notre Dame scholars/professors



By the end of this program, participants can expect to have further developed their:

- Awareness of and confidence in themselves as leaders and change agents
- Effectiveness as communicators
- Project planning, implementation, and time management expertise
- Ability to understand and practice continuous improvement concepts
- Interpersonal skills for leading others, managing organizational transitions, resolving conflict, giving and receiving feedback
- Effectiveness as a team leader or member, based on an understanding of how to build strong cross-functional teams
- Cohort of peers, enabling them to continue growing as leaders after the program is over

Participants will be selected based on either a nomination by executive leadership, their Program Director, or self-nomination. The chosen participants will have recognized abilities to influence and work effectively with others, knowledge of the organization and its processes, and talent for innovation.

Skills and Competencies

- *Continuous improvement*
- *Influencing*
- *Teambuilding*
- *Strengths Finder self-assessment*
- *Change management*
- *Creativity and innovation*

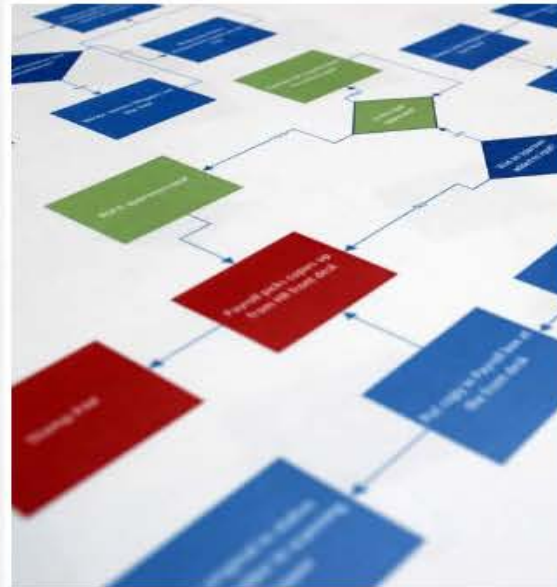
Nominations/Selection

- Individuals in individual contributor roles (not currently in a leadership role) could nominate themselves or be nominated by a leader in the library
- 10-14 people max would be selected
- Participants would be selected and notified of their selection by the senior leadership (University Librarian and two Associate University Librarians)
- 19 nominations, 14 selected for cohort 1

Kickoff

- Lunch for participants and all Library Leadership
- Speaker – community leader
- First session followed lunch – Strengths Finder workshop

Office of Continuous Improvement

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Making Notre Dame better every day



Welcome to the Office of Continuous Improvement!

Continuous Improvement is:

- a way of examining, understanding, and improving *processes*
- implemented using proven [methods and tools](#) to accelerate process improvements
- performed on a consistent basis, with many different processes
- different from "regular" improvement in its focus and use of methods and tools

Our office was launched in January 2010 to help the University meet its strategic goals through the use of proven methods and tools. In particular, we offer Continuous Improvement (CI) training opportunities for University employees to prepare them to lead or participate in CI projects. We also provide project support and guidance for project sponsors, leaders, and teams throughout the duration of their CI projects.

Yellow Belt Project Requirements

- Each member of the Library Development Program will work on an assigned Yellow Belt project for Hesburgh Libraries
- The Office of Continuous will provide oversight with coaching support from a certified Green Belt leader.
- Use the chart below to guide weekly progress using the required continuous improvement tools.

Required CI Tools:	Target Completion:
<input type="checkbox"/> Project Charter, SIPOC	11/07/14
<input type="checkbox"/> Voice of the Customer	11/14/14
<input type="checkbox"/> Process Map	11/21/14
<input type="checkbox"/> Data/Measurements	12/05/14
<input type="checkbox"/> Cause-and-Effect Diagram	12/12/14
<input type="checkbox"/> Summary of Improvement Actions	12/19/14
<input type="checkbox"/> Implementation Plan	1/09/15
<input type="checkbox"/> Outcome Measurements	1/31/15

Potential Yellow Belt Projects

Batchloading process improvement

- **Project title:** Automation of process to batchload vendor MARC records in catalog
- **Goal of the project:** To automate batchloading workflow by creating Aleph scripts that will replace manual analysis of record sets currently performed by staff
- **Expected outcomes:** Increased efficiency; decreased time needed to load vendor record sets; decreased staff resources needed to process batch sets of records
- **Proposed resources needed:** Sandy Sarber, Aaron Bales, Lisa Stienbarger, Nastia Guimaraes, Chris Reimers

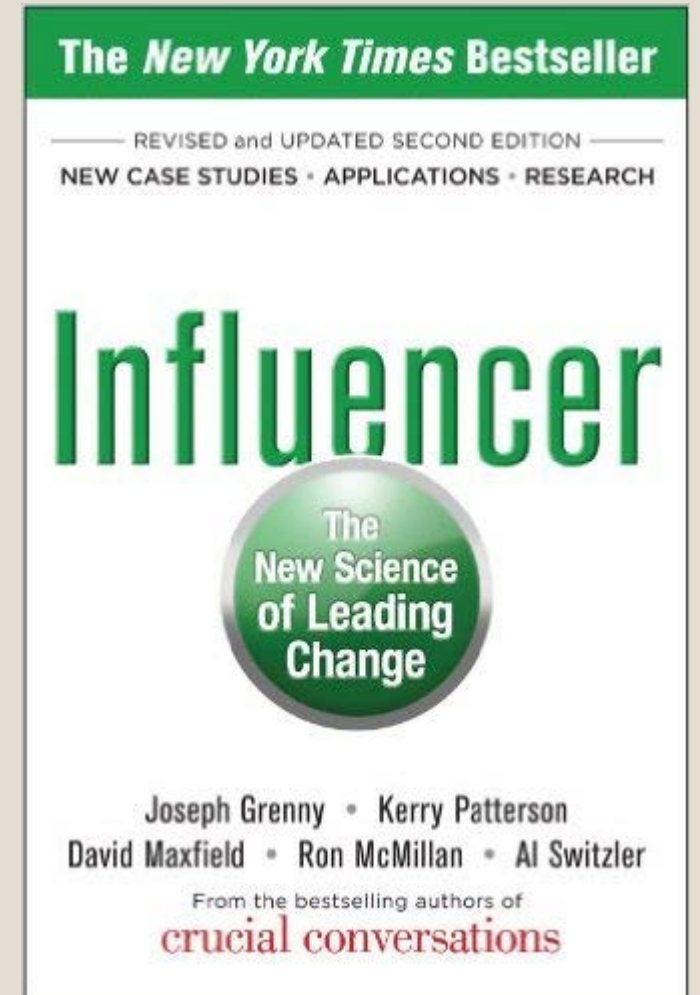
CORAL for monographic and serials print purchases

- In keeping with the Divisional Strategy Map, ILLAS is looking to streamline the intake or order requests from approximately five methods to one.
- This project would explore the current intake methods to understand why they exist and look for ways to address those needs through CORAL. CORAL is currently used for the intake of electronic resources requests. It would provide ILLAS several features currently unavailable in our current workflow: document storage, e.g., for license agreements or other vendor correspondence, workflow mapping and tracking, and integration with other ordering practices. The ER unit of RAD is also interested in exploring this possibility for serials print ordering, which is currently handled via paper forms. It would consolidate all RAD order request methods into one and benefit not only the ILLAS unit, but the entire program, and additionally provide a one-stop place for subject specialists to submit requests.



Influencing

- Consultant, trained in the Vital Smarts Crucial Conversations
- Book for each participant
- Along with the yellow belt project, this session was a favorite



Teambuilding

- Used The Leader's Institute (www.leadersinstitute.com)
- Build-a-Bike team -- uses team concepts to build bikes that are then given away to a local charity





Change Management/Leadership Style

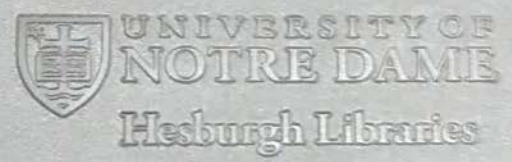
- Leadership style
- Change style
- Big picture thinker or deal with the details

Creativity and Innovation

- Notre Dame Professor
- Last minute change
- Framework for innovation





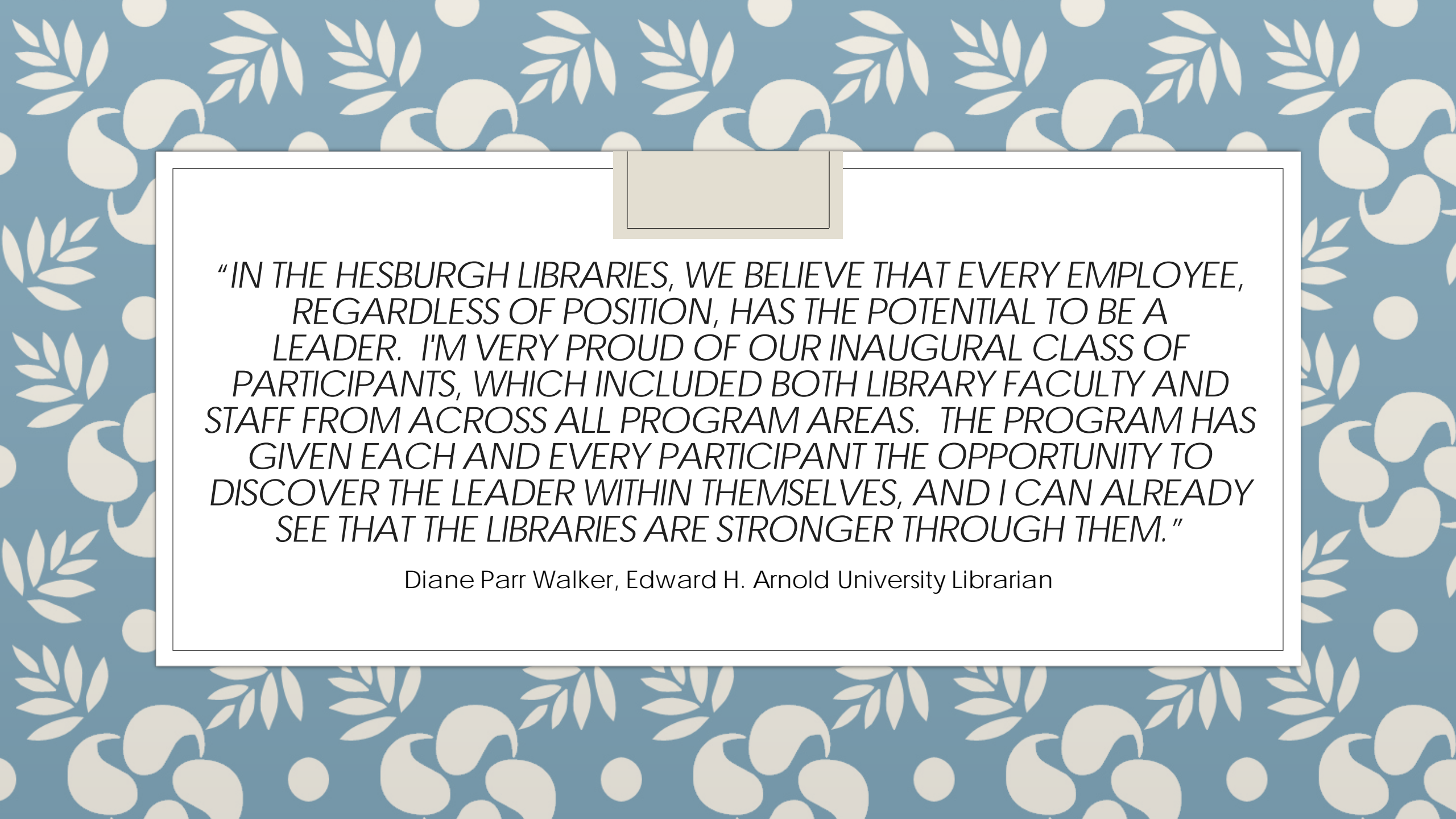








SO WHAT?



"IN THE HESBURGH LIBRARIES, WE BELIEVE THAT EVERY EMPLOYEE, REGARDLESS OF POSITION, HAS THE POTENTIAL TO BE A LEADER. I'M VERY PROUD OF OUR INAUGURAL CLASS OF PARTICIPANTS, WHICH INCLUDED BOTH LIBRARY FACULTY AND STAFF FROM ACROSS ALL PROGRAM AREAS. THE PROGRAM HAS GIVEN EACH AND EVERY PARTICIPANT THE OPPORTUNITY TO DISCOVER THE LEADER WITHIN THEMSELVES, AND I CAN ALREADY SEE THAT THE LIBRARIES ARE STRONGER THROUGH THEM."

Diane Parr Walker, Edward H. Arnold University Librarian

Outcomes

- Everyone stands taller
- Participants developed self-awareness of their strengths, and areas where they want to continue to improve
- Finding ways to influence change
- Session evaluations indicated we “got it right” for most sessions
- Added significantly to our depth chart
- All of the participants are considered more often for teams

Post-Program

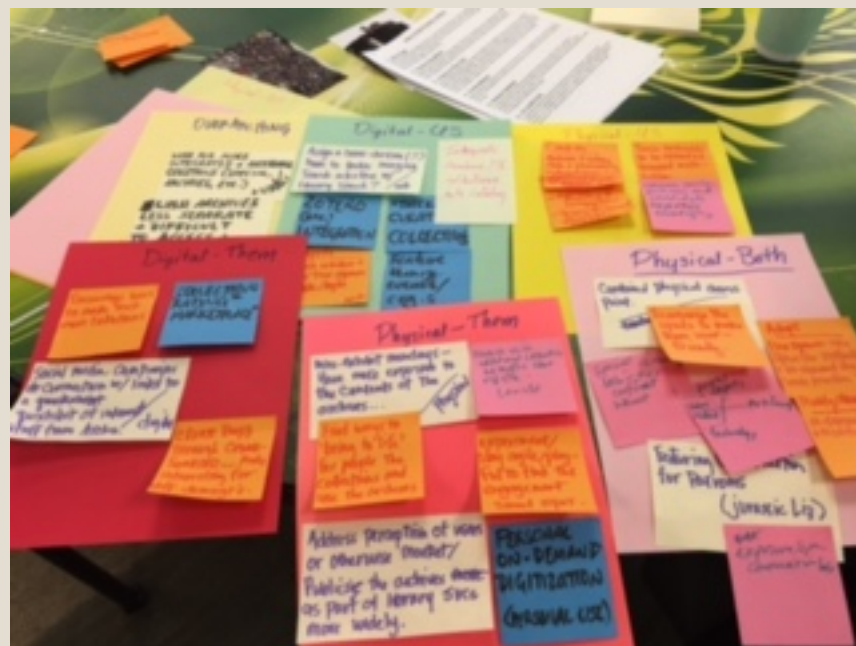
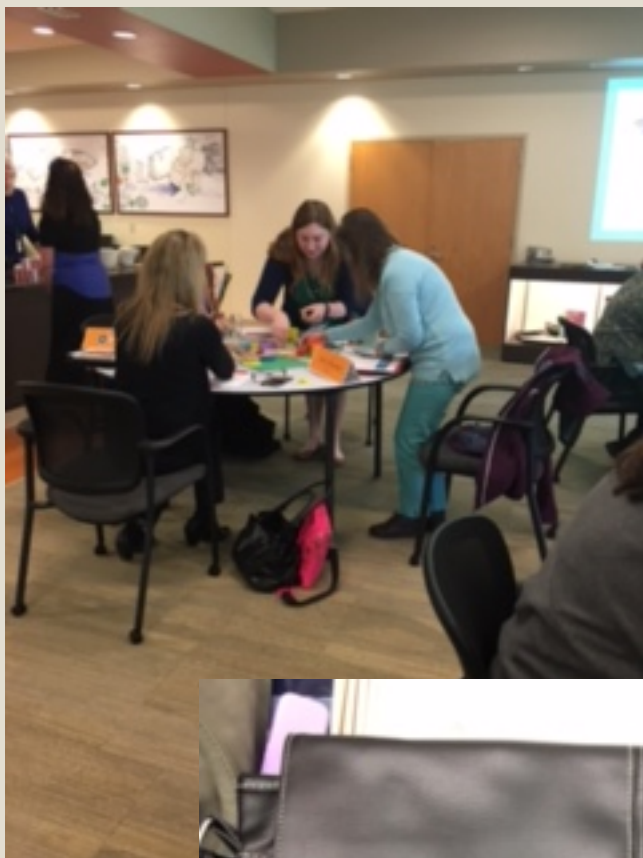
- (5) moved into leadership roles
- (3) moved into new, higher level positions
- (1) accepted a leadership role on campus
- (1) was offered a leadership position but is focusing on producing scholarship for the short-term
- First cohort will become part of the peer process for the second cohort

Cohort 2 Adjustments

- Keep the same competencies
- Adjust number of months in program
- Will invite cohort 1 to mentor cohort 2 participants
- Yellow Belt projects
 - Adjust timing
 - Determine projects earlier in the process – clarify implementation or recommendation
 - Create posters and present at the program celebration

Cohort Two Update

- (15) Participants in cohort two using same criteria (15th is the addition of our Librarian-in-Residence in order to provide her an opportunity to build leadership skills)
- New creativity and innovation session highly successful
- Providing “thinking challenges” (aka homework) after each session
- Yellow belt projects smaller, able to put outcomes into practice following conclusion
- (4) individuals moved into higher level positions immediately after the program; (1) is under discussion for moving into a leadership position
- Have been asked by the Associate Provost to put something together to share with leaders on the academy side



From the Participants:

"The Leadership Development Program (LDP) is the best course that I've ever taken to improve oneself and to broaden one's abilities in the workplace. As we live in a culture where cynicism is commonplace, personal development programs and skill development workshops are often poo-pooed as overly contrived or only for "joiners". I will admit to having a streak of cynicism in me, but was completely won over through the activities, selection of readings, and the experiences of my colleagues. Even now, more than a year after the Program, I still look back at sections of the books I keep in my office and feel that the other participants and I have a shared experience that draws us closer together as coworkers, and in some cases stronger friends. The skills and techniques covered throughout the sessions are ones that I implement on a daily basis, and ones that have improved my ability to lead others. I would go through the program again in a heartbeat."

"The Yellow Belt project component was one of my favorite aspects of the LDP, because it provided very substantial and unique takeaways - such as six sigma training and ongoing mentorship from coaches - in addition to the opportunity to work with a cross-unit team on a project outside of the scope of what might be encountered on a day-to-day basis. Throughout the program, I felt that our organization was investing in our personal/professional development in a very tangible way. This feeling carries through to today!"

Resources

The Nexus Project

<http://educopia.org/research/grants/nexus-project-spanning-boundaries-transform-library-leadership>

Training the 21st Century Library Leader: A Review of Library Leadership Training, 1998-2013

<http://educopia.org/publications/t21cll>

[www.ala.org/](http://www.ala.org) Offices / Human Resource Development and Recruitment / Office for Human Resource Development & Recruitment / Library Leadership Training Resources

<http://www.arl.org/leadership-recruitment#.Vk6cS3arTIU>

THANK YOU!!

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